

C-O-N-F-I-D-E-N-T-I-A-L

Senior Administrative Officers Conference

Agenda

PLANNING

25X1 Support Planning

Review of the present system for support planning with particular emphasis on the problem of determining specific support requirements; the role of the Chief of Administration in satisfying the need for specific requirements as a basis for Support Services planning.

The Agency Budget as a Planning Mechanism (Mr. Saunders)

Examination of the relationship of the Budget to other planning exercises and instruments especially the Character and Level Paper prepared for the Director's approval; review of current procedures for consolidation of budget and planning exercises.

Budgets and Appropriations (Mr. Saunders)

Consideration of allotment and obligation controls and the significance and importance of realistic obligation data; discussion of use of a budget as a management tool to review actual undertakings in the light of planned programs.

(Mr. Garrison)

25X1

Logistics Planning and Capabilities (Mr. Garrison)

Review of factors such as time, distance, quality, quantity, sterility, etc., which must be considered in every requirement for logistical support; consideration of the logistics planning system and its capabilities and limitations.

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PERSONNEL MANAGEMENT

Staffing - A Basic Problem of Management (Mr. Stewart)

Re-examination of the scope of the manager's responsibility for staffing and of factors which must be considered in discharging this function; consideration of the importance of sound planning well in advance of actual requirements and of techniques for identifying future requirements.

Recruitment Problems Facing the Agency (Mr. Stewart - Mr. Baird)

Review of current problems encountered in recruiting high quality personnel; consideration of future prospects.

Manpower Utilization (Mr. Stewart - Colonel White)

Principal factors which effect Agency personnel strength; consideration of some approaches to better use of available manpower.

Weeding Out Marginal Performers (Mr. Stewart - Mr. Baird - Mr. Houston)

Review of factors bearing on the problem of weeding out marginal personnel; consideration of possible courses of action.

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SENIOR ADMINISTRATIVE OFFICERS CONFERENCE


* SCHEDULE

GROUP A



25X1

Monday

0930-0945 - Conference Organization
1000-1215 -  Briefing

1215-1300 - Lunch

1315-1500 - Support Planning

1515-1615 - 

1630 - Recreation

1900 - Dinner

25X1

Tuesday

0830-0930 - Logistics Planning and Capabilities

0945-1145 - The Agency Budget as a Planning Mechanism

1145-1230 - Lunch

1245-1400 - Budgets and Appropriations

1415-1615 - Staffing - A Basic Problem of Management

1630 - Recreation

1900 - Dinner

Wednesday

0800-0845 - Recruitment Problems Facing the Agency

0900-1015 - Manpower Utilization

1030-1200 - Weeding Out Marginal Performers

1200-1300 - Lunch

1315-1600 - Joint Session

1600-1700 - Check Out

* - Daylight Time

SENIOR ADMINISTRATIVE OFFICERS CONFERENCE

* SCHEDULE

GROUP B

25X1

Monday

0930-0945 - Conference Organization

1000-1215 - Briefing

1215-1300 - Lunch

1315-1515 - Staffing - A Basic Problem of Management

1530-1615 - Recruitment Problems Facing the Agency

1630 - Recreation

1900 - Dinner

25X1

Tuesday

0815-0930 - Manpower Utilization

0945-1115 - Weeding Out Marginal Performers

1130-1215 -

1215-1300 - Lunch

1315-1500 - Support Planning

1515-1615 - Logistics Planning and Capabilities

1630 - Recreation

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25X1

Wednesday

0815-1015 - The Agency Budget as a Planning Mechanism

1030-1200 - Budgets and Appropriations

1200-1300 - Lunch

1315-1600 - Joint Session

1600-1700 - Check Out

25X1

* - Daylight Time

25X1

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Mass Schedule

Breakfast	0730-0815
Lunch	1200-1300
Dinner	1900-1930

Conference Rooms

Group A will use the [] Group B will use a room in the []
Building. Joint Sessions (0930 Monday and 1315 Wednesday) will be held
in the []

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~~CONFIDENTIAL~~RECRUITING PROBLEMS FACING THE AGENCY

I. DEFINITION:

External Recruiting - tapping sources outside the Agency to fill personnel requirements.

II. PROBLEMS:

A. National Manpower Picture

Population changes by age groups: (Chart 5)

<u>YEARS</u>	<u>INCREASE</u>
0 - 4	+ 15.6%
5 - 13	+ 31.7%
14 - 17	+ 13.5%
18 - 24	- 5.8%
25 - 44	+ 3.7%
45 - 64	+ 10.8%
65 - and up	+ 18.3%

B. Today's Graduates

Output 1957 - 350,000 (1/3 girls)

National Requirements - 550,000

Today's Graduates (12,500 of these drafted per month)

	<u>GRADUATES</u>	<u>DEMAND</u>
Engineering	30,000	60,000
Science	27,000	50,000
Liberal Arts	80,000	100,000
Business Admin.	56,000	75,000
Law	9,000	9,000
Medicine	7,000	14,000
Teaching	96,000	175,000

C. Agency Needs

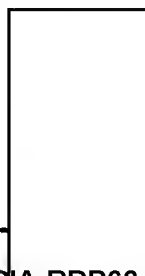
1. Result of Attrition

a. Clerical

b. Conno

JOT

Professional



25X

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2. Other

- a. To meet ceiling 100 +
- b. Commo increase 150 +

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D. Recruiting Ratios and Processing Losses ((H+1) 6)

- | | | | |
|-----------------|---------------------|---|---|
| 1. Professional | 7,000 interviews to | | |
| 2. Clerical | 11,000 | " | " |
| 3. JOT | 2,000 | " | " |
| 4. Commo | 4,000 | " | " |

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E. Recruitment Cycle During the Year at Professional, Clerical, and Commo Schools

- 1. Time on Campus very limited.
- 2. Competing with other Governmental Agencies, Business, Universities.

Examples: 420 Companies on Duke Campus
600 " " Illinois Campus

F. Lack of Publicity

G. Clearance Time

H. 10-9 Factors and S I Clearance

I. Higher Medical and Psychiatric Standards

III. METHODS OF RECRUITING

A. Recruitment Sources

- 1. Professional - 250 colleges and universities
- 2. Clerical - high schools, business schools, small colleges, and advertising; approximately 2,800 sources
- 3. Commo: - military separatees, radio schools, two-year engineering schools, advertising.
- 4. Lead - Source File: - 4,500 - 5,000 names

B. Consultant Program

C. "Cooperative" Recruitment Programs (ORR, Commo, OSI, Medical, etc.)

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- D. Volunteer Recruiter Program
(Return of Agency Operating Officials to their Alma Mater)
- E. Departmental Recruitment Program
8,000 walk-ins each year (take - 525 clerical and
125 professional)

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MANPOWER UTILIZATION

I. **DEFINITION:** Proper placement of the best qualified person to a position in which he can best serve the Agency.

II. **POSITION QUALIFICATIONS STANDARDS**

A. **Present Vacancies**

B. **Anticipated Vacancies**

1. **Result of attrition**
2. **Result of rotation**
3. **Result of Changing Programs**

III. **EVALUATING PERSONNEL FOR ASSIGNMENTS AND REASSIGNMENTS**

A. **Initial Placement:** - evaluating, training, experience, education, physical ability and general suitability for specific jobs - based on the following:

1. **Interviews**
 - a. **Office of Personnel**
 - b. **Career Panels**
 - c. **Operating Components**

2. **Testing**

3. **Assessments**

B. **Rotation of Employees** - using the same tools as used in initial assignment plus:

1. **Fitness Reports**
2. **Follow-Up Interviews**
3. **Interviews with supervisors**
4. **Career Plans**
5. **Agency Training**

Reassignments, Directed Assignments, (Assignment Committee), Career Planning Assignments.

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IV. FUTURE PLANNING FOR MANPOWER UTILIZATION

- A. Training of Employees
 - 1. For present position
 - 2. Gaining new skills and acquiring new knowledge for future assignments
- B. Promoting deserving employees - Competitive Promotion Program
- C. Legislation
- B. Awards for suggestions and other incentives

V. JOB SATISFACTION

- A. Utilization of employees skills and abilities
- B. Communication upwards and downwards
- C. Counseling
- D. Proper supervision
- E. Recognition of employees' limitation
- F. Services

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WEEDING-OUT UNSUITABLE PERSONNEL

I. DEFINITIONS:

A. Unsuitable Personnel - These persons who do not meet Agency Standards in the following categories:

1. Security
2. Medical
3. Conduct
4. Performance

B. Unsatisfactory Performance - Performance that is demonstrable to be unsatisfactory. (Beyond a shadow of a doubt.)

C. Less than satisfactory performance - ^{MEDICAL} Performance over a long period of time under several supervisors having several assignments. (Never as complete as unsatisfactory, and individual is given the benefit of doubt.)

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D. Unsatisfactory Conduct -

1. Breaking the law
2. Conduct contrary to standards of supervisor

II. HOW TO IDENTIFY AND MEASURE UNSUITABLE PERSONNEL - (Security and Medical - not a major problem in personnel management because of clear cut standards.)

A. Performance -

1. Fitness Reports
2. Assessment Reports
3. Attitudes
4. Personal Attributes

B. Conduct

1. Identified by each supervisor using his own standards of conduct
2. Attendance
3. Insubordination
4. Intoxication

III. WEEDING METHODS -

A. Prior to EOD

1. Security investigation (including pre-employment polygraph)
2. Medical information (including pre-employment physical and psychiatric examination.)
3. Personal interview and testing
4. Medical-Security Personnel Panel Review

B. Shortly after EOD

1. Security investigation completed on provisional clearance and polygraph
2. Medical Examination
3. Medical-Security Personnel Panel Review

C. During Employee's First Year

1. Test results and assessment
2. Follow-up interview program (90 to 120 days)
3. Nine-month Fitness Report

D. At end of First Three Years -

1. Career Service Selection Program

E. At any time during service -

1. Unsatisfactory conduct
2. Unsatisfactory Performance - less than satisfactory performance
3. Employment Review Panel
4. Medical disqualification
5. Security disqualification
6. Disability retirement

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IV. METHODS OF APPROACH TO WEEDING-OUT [REDACTED]

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A. Security

1. Re-investigation
2. Re-polygraph

B. Medical

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1. Re-examination, both physical and mental
 - a. Fitness for duty
 - b. Return to duty

[REDACTED]

C. Conduct

1. Disciplinary Actions
 - a. Short of Separation
 - (1) Admonishment
 - (2) Reprimand
 - (3) Suspension

[REDACTED]

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b. Separate

D. Performance

1. Short of Separation
 - a. Reassignment
 - b. 90 day letter (warning period)
 - c. Withholding periodic step-increase

[REDACTED]

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a. Resignation in lieu of separation

b. Out-placement assistance

[REDACTED]

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STAFFING REQUIREMENTS

I. Definition:

Staffing requirements are the determination of the number and kind of personnel necessary to accomplish immediate assigned missions of an organization and to enhance the capability of for long range responsibilities of the organization.

II. Responsibilities:

A. Operation Components

Specify individual needs to carry out their missions and projects depicted in country plans.

Merge operational, support and clerical into operating organization.

B. Career Service Boards

Determine long range personnel capabilities needed to accomplish worldwide functions for which responsible. Includes responsibility for levying recruitment and training requirements.

C. Office of Personnel

Afford staff assistance in all phases of personnel planning and perform the following:

- (1) Recruit
- (2) Categorize and Grade Positions
- (3) Publish occupational handbook

III. Staffing Guidelines:

A. Operational Programs and Proposed projects

Emphasis and comprehensiveness as compared with present operations and projects.

B. Existing Tables of Organization

Evaluate adequacy to perform current operations.

Review for efficiency and employee utilization. (Chart _____) discuss mission and ratios of positions - ops - support generalists-specialists

C. Budgetary Limitations

Compare old and new in light of existing program changes.

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D. Current Assets

1. Grade Distribution of Personnel

Compare DD/P personnel and DD/P Position Chart.

Consider number of trainees, journeyman workers, specialists and supervisory personnel.

2. Occupational Distribution of Personnel

Consider (chart) general trend of approach to operations. Functional specialist versus area Generalist. Consider cover and station size limitations necessitating less people to cover more operations.

3. Age Distribution of Personnel

(Chart)

Average promotion rates

Projection of Personnel in 10 years by age and grade -- Effect on promotion rates.

E. Attrition

Quote overall percentage

Discuss trends by occupational category

F. Recruitment Potential

(1) External -

Number in the pipeline

Market availability

(2) Internal -

Number of personnel reasonably expected to be available for transfer

G. Training

Basic training requirements

Transfer of skill factor

Retreading of personnel for other uses.

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DD/S
57-1190

PERSONNEL MANAGEMENT

	<u>Group A</u>	<u>Group B</u>
Staffing - A Basic Problem of Management	Tue 30 Apr 1415-1615	Mon 29 Apr 1315-1515
Recruiting Problems Facing the Agency	Wed 1 May 0800-0845	Mon 29 Apr 1530-1615
Manpower Utilization	Wed 1 May 0900-1015	Tue 30 Apr 0815-0930
Handling Out Marginal Performers	Wed 1 May 1030-1200	Tue 30 Apr 0945-1115

DD/S

57-1190

PLANNING

Group A

Group B

STAT

Support Planning

Mon 29 Apr 1315-1500

Tue 30 Apr 1315-1500

Mon 29 Apr 1515-1615

Tue 30 Apr 1130-1215

Logistics Planning and Capabilities

Tue 30 Apr 0830-0930

Tue 30 Apr 1515-1615

The Agency Budget as a Planning Mechanism

Tue 30 Apr 0945-1145

Wed 1 May 0815-1015

Budgets and Appropriations

Tue 30 Apr 1315-1400

Wed 1 May 1030-1200

Mr. Baird:

Although I believe [] has already told you this, he spoke to Mr. Stewart yesterday afternoon regarding the Administrative Officers Conference to be held later this month.

[] Mr. Stewart and [] have been working on outlines they will use as the basis for the discussions at the Conference.

[] is going to call for an appointment to come over sometime later this week. They would like your ideas on what would be useful and would appreciate any suggestions regarding subject matter to be discussed.

Mr. Baird saw this

TRANSMITTAL SLIP		DATE 8 April 1957
TO: Mr. Matthew Baird		
ROOM NO. 11	BUILDING []	
REMARKS: SUBJECT: Senior Administrative Officers Conference The attached schedule by subject title and Conference group reflects final allocations of time and may be of assistance to you in planning your activities during the Conference.		
FROM: []		
ROOM NO.	[]	

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)